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# 1-2. Stakeholder Analysis



# Why conduct a stakeholder analysis?

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Use stakeholder analysis to:

- identify people, groups, and institutions that will influence your project (either positively or negatively)
- anticipate the kind of influence, positive or negative, these groups will have on your project
- develop strategies to get the most effective support possible for your project and reduce any obstacles to successful implementation



# What is a stakeholder?

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- Stakeholders are persons, groups or institutions with interests in a project or programme
- Primary stakeholders are those ultimately affected, either positively (beneficiaries) or negatively (for example, those involuntarily resettled)
- Secondary stakeholders are the intermediaries in the aid delivery process
- This definition of stakeholders includes both winners and losers, and those involved or excluded from decision-making processes



# The tool for stakeholder analysis

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Stakeholder	Stakeholder Interest(s) in the Project	Assessment of Impact	Potential Strategies for Obtaining Support or Reducing Obstacles



# How to conduct a stakeholder analysis?

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1. Organize group brainstorming. Identify all the people, groups, and institutions that will affect or be affected by your project and list them in the column under "Stakeholder."



# How to conduct a stakeholder analysis?

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2. Once you have a list of all potential stakeholders, review the list and identify the specific interests these stakeholders have in your project. Consider issues like: the project's benefit(s) to the stakeholder; the changes that the project might require the stakeholder to make; and the project activities that might cause damage or conflict for the stakeholder. Record these under the column "Stakeholder Interest(s) in the Project."



# How to conduct a stakeholder analysis?

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3. Review each stakeholder listed in column one. Ask the question: how important are the stakeholder's interests to the success of the proposed project? Consider:
  - The role the key stakeholder must play for the project to be successful, and the likelihood that the stakeholder will play this role
  - The likelihood and impact of a stakeholder's negative response to the project

Assign A for extremely important, B for fairly important, and C for not very important. Record these letters in the column entitled "Assessment of Impact."



# How to conduct a stakeholder analysis?

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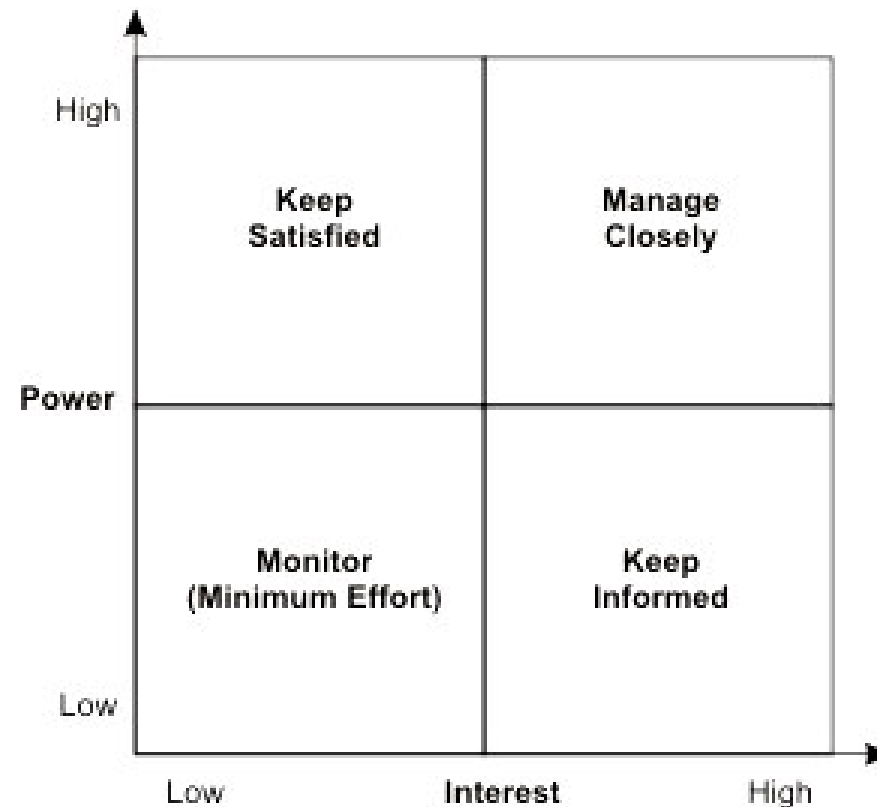
4. Consider the kinds of things that you could do to get stakeholder support and reduce opposition. Consider how you might approach each of the stakeholders. What kind of information will they need? How important is it to involve the stakeholder in the planning process? Are there other groups or individuals that might influence the stakeholder to support your initiative? Record your strategies for obtaining support or reducing obstacles to your project in the last column in the matrix.





# How to conduct a stakeholder analysis?

Stakeholder mapping:



# How to conduct a stakeholder analysis?

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## Guidance for using Stakeholder map:

- **High power, interested people:** these are the people you must fully engage and make the greatest efforts to satisfy.
- **High power, less interested people:** put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.
- **Low power, interested people:** keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project.
- **Low power, less interested people:** again, monitor these people, but do not bore them with excessive communication.



# Stakeholder analysis in an emergency

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Arriving into an emergency setting, you may have to:

- Analyse stakeholders “as you go”
- Rely on your own first impression & on what you hear
- Apply your experience to the situation
- Make assumption on stakeholders that you did not meet yet

